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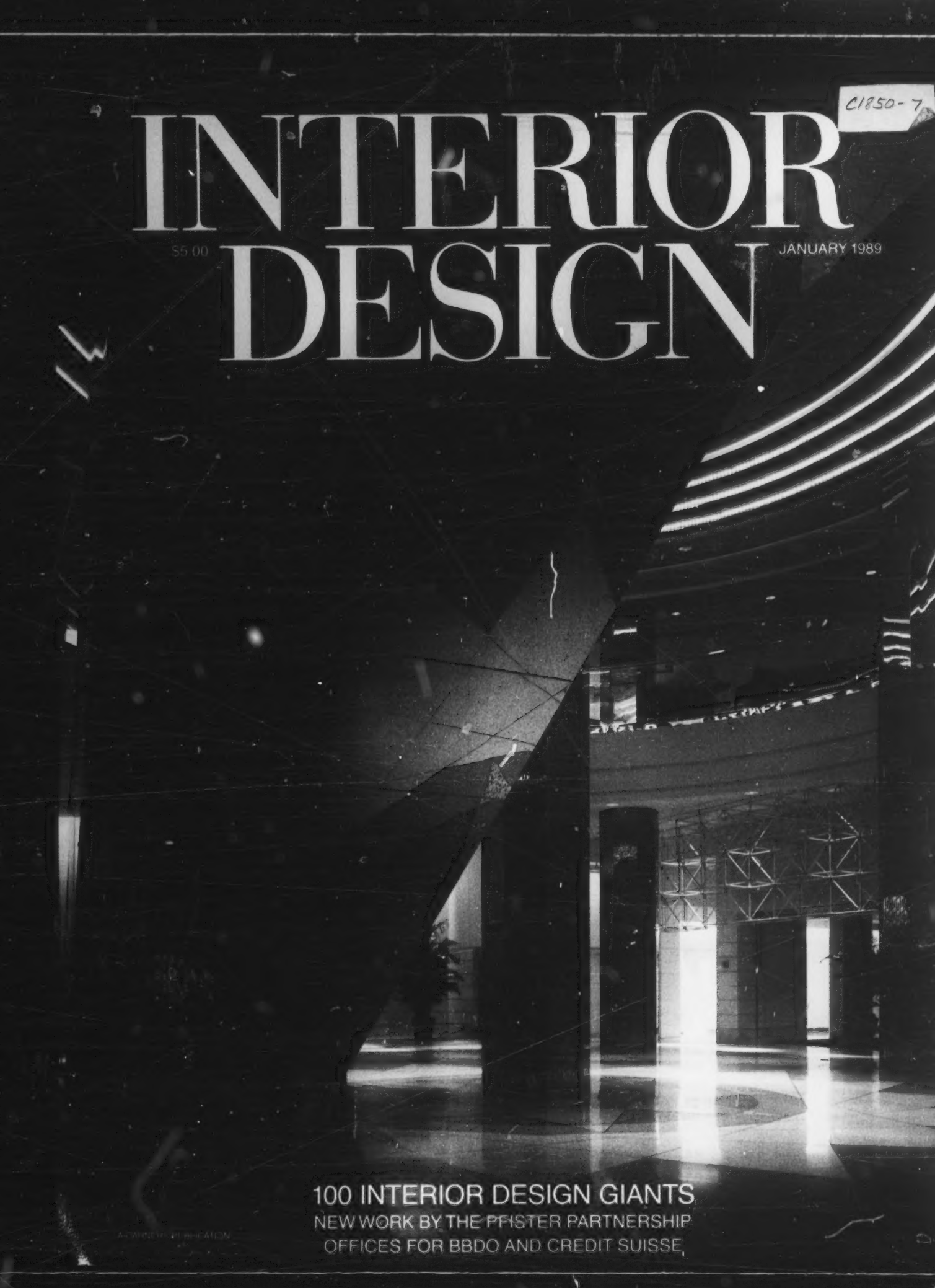


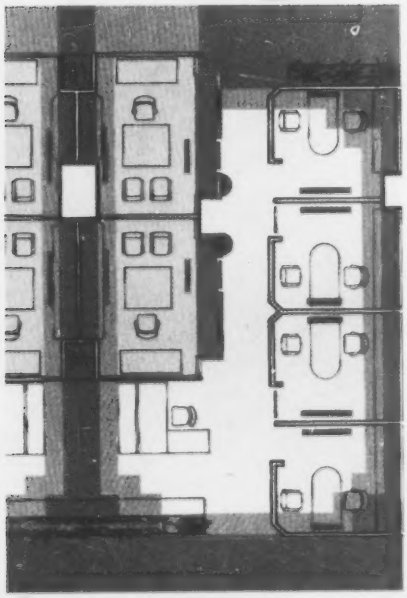
100 INTERIOR DESIGN GIANTS

NEW WORK BY THE PFISTER PARTNERSHIP

OFFICES FOR BBDO AND CREDIT SUISSE

Steel and concrete at IDCNY *p. 198*

From the Golden Age *p. 220*



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The central rotunda of San Francisco's Western Merchandise Mart as redesigned by The Pfister Partnership. Photography: Jaime Ardiles-Arce

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Interior Design (ISSN 0020-5508) is published 16 times a year, monthly with one additional issue in January, February, May and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. **ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO:** Interior Design, P.O. Box 1970, Marion, Ohio 43305. TELEPHONE TOLL FREE 800-669-1002 (in Ohio phone 614-382-3322). Subscription rates $47.95 for one year; $79.95 for two years, including the Buyers Guide and Market issues in the U.S. Additional $20 per subscription year for postage outside the U.S. **SINGLE COPIES $10.00. Annual Buyers Guide Directory $15.00. PREPAYMENT REQUIRED FOR SINGLE COPY ORDERS. ADDRESS ALL SINGLE COPY REQUESTS ALONG WITH PAYMENT TO:** Interior Design, P.O. Box 1970, Marion, Ohio 43305. Address all communications (other than Subscription and Single Copies) to: **INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011.** TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A.

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For reprint information contact Cahners Reprint Service, Des Plaines, IL, (312) 635-8800 or 1 (800) 323-4958. Newsstand distribution by Eastern News Distributors, Inc., 1130 Cleveland Road, Sandusky, Ohio 44870. Editorial material, manuscripts, black and white photographs, transparencies and artwork are sent at owner's risk and will be returned only when accompanied by a stamped self-addressed envelope.

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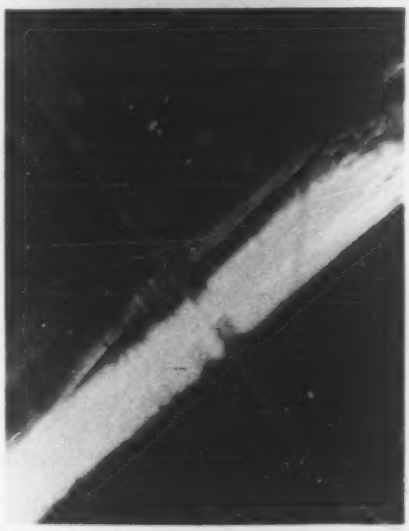
A monk in "The Castle" *p. 204*



Deadly beauty *p. 218*

Living with art *p. 226*

5

100 INTERIOR DESIGN GIANTS® OF 1989

BY ANDREW LOEBELSON

Overview

This year we have taken another step towards providing better and more interesting data along with our listing of the Top Interior Design Giants. We are presenting some of our data by ten different regions within the United States and abroad. But before we examine the regional picture, let us see what kind of year it has been for the industry as a whole.

1988 was a static year for the interior design industry. After a 23-percent upsurge in total dollar value of installations last year, the top 100 Interior Design Giants stayed about the same this year. Volume went up slightly, from $10.5 billion to $10.6 billion, but fees went down slightly, from $573 million to $571 million.

Please note that our listing now shows both the non-hospitality interior design fees used for ranking the firms and the total fees of the firm. This indicates the relative importance of both interior design to the firm and of the firm to the total design/engineering world.

But firms are still getting the money to continue to add CADD services. CADD-equipped firms increased from 84 percent of the list to 92 percent of the list. CADD operators increased from six percent of the work force to 6.5 percent even as many firms were making many of their design or production employees capable of running CADD machines. And firms are getting more efficient in the use of CADD, as the "smallest area worth putting on CADD" shrank from 33,000 rentable sq. ft. (rsf) last year to 28,000 rsf this year.

This increased CADD capability has helped efficiency rise a little this year. Each employee was able to turn out $1.86 million of interior design installations this year, compared to $1.79 million last year. This 3.9 percent increase in efficiency was only about equal to inflation, but the fees available for each employee increased just one-third of that, only 1.3 percent, from $102,000 to $103,400. In other words, fees are going down in relation to work and increased efficiency is still essential to survive and prosper in this field.

This is even more true as we examine the cost of the work installed. This year the average value of work increased from $44.37 last year to $46.24 this year, in line with inflation. Fees per average sq. ft. were up an exciting 14 percent from $2.63 to $3.00, but that is still down from the $3.47 of two years ago.

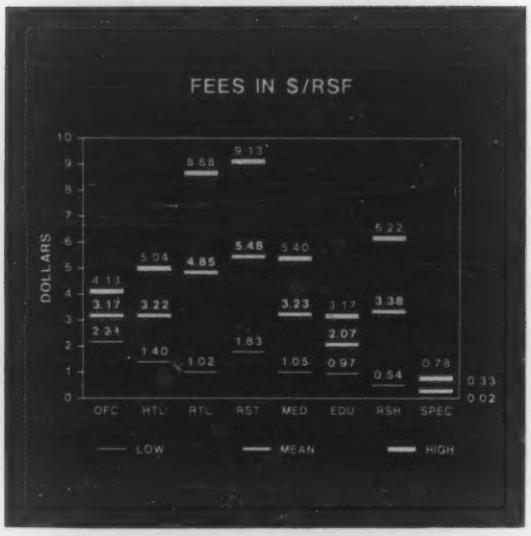
The difference between these fees per sq. ft. increasing and the overall fees staying the same can be explained by the overall timing of the work. When several major installations are scheduled for next year but have large fees this year, statistics can become skewed.

The bottom line is still under attack. And competition is still increasing.

Continued

100 INTERIOR DESIGN GIANTS® OF 1989

CHART ONE



Industry Analysis

Fees, as mentioned before, showed a small rebound from last year, especially in the area of office space in dollars per rentable sq. ft. (the most common contractual basis for this work). The "fair fees" for the "average office installation" rose from $3.00 to $3.17 this year (CHART ONE).

Fees in percentage of volume of work for average jobs did not rise compared to last year, but since the value of that work rose some 13 percent, they enjoyed the same healthy gain (CHART TWO).

In terms of cost per sq. ft. of average installations, offices stayed about the same for new work, but rose significantly for renovations. Hotel, retail and medical work rose significantly, while restaurant work stayed about the same. The work letter value continued to rise, to $25.14, as the nationwide real estate market continued to be soft (CHART THREE).

It is always difficult to explain what an "average" job is, but this year we did ask how big it was. The average-size office job is 68,000 rsf, average hotel work involves 196,000 rsf, average retail work involves 69,000 rsf, restaurants are 10,000 rsf, medical facilities 80,000 rsf, educational facilities 105,000 rsf, and research facilities are 108,000 rsf.

We also asked our respondents a new question about speculative work in 1988. Although there was a large variation, the average firm did some 11 percent speculative work. And the going rate for what used to be called "nickle plans" was $.35 per rentable sq. ft.

Employees fared reasonably well this year. Although project managers made about the same as last year, nearly every other category of employee earned a decent raise (CHART FOUR).

This year we have added a category for principals and a category for marketing and business development staff. Marketing and business development personnel are becoming increasingly important in this competitive environment. Because of space limitations, the non-billable, non-marketing staff is not specifically noted. However if one adds all the categories listed for one firm and it is less than the total staff listed, that difference is

CHART TWO

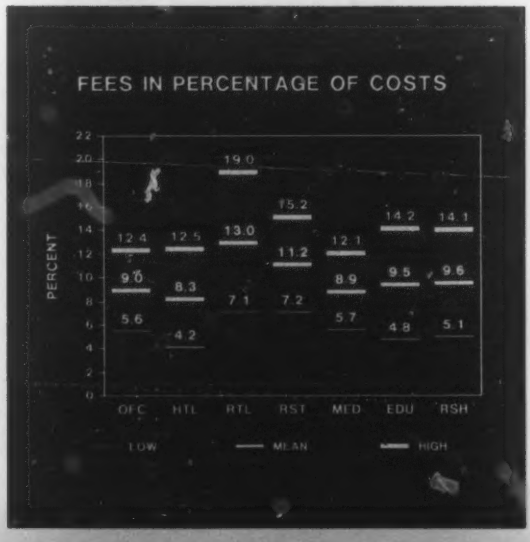
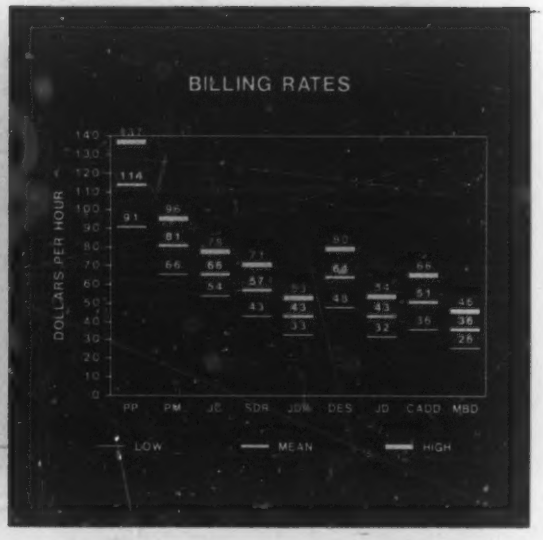


CHART THREE

INSTALLATION COSTS IN $/RSF
DOLLARS
OFC HTL RTL RST MED EDU RSH WRK LTR
CONSTRUCTION
F F & E
Left bar: new construction. Right bar: renovation

CHART FIVE



the non-billable, non-marketing staff.

Billing rates kept pace with the salary changes, as fringes stayed at 26 percent and the multiple rose just slightly, from 2.66 to 2.68 (CHART FIVE). Billable time stayed exactly the same as last year at 79 percent.

New work stayed about the same, at 61 percent, and the amounts of open planning and furniture/wall systems usage both stayed at 48 percent. The percentage of work stations wired for computers inched up from 79 percent to 81 percent.

The base building issues continue to respond to social pressures. This year 23 percent had special smoking (or non-smoking) areas. The remaining base building issues are at the same levels as last year.

Eight outside consultants were used in more than ten percent of all projects: lighting (25 percent), cost control (23 percent), art (23 percent), telephone (21 percent), food (19 percent), audio/visual (18 percent), acoustical (14 percent), and security (12 percent) all added to the competence and complexity of modern project teams.

This year we asked a new question about errors and omissions insurance. Fully 90 percent of the top 100 Giants have E&O insurance, with an average upper limit of $1,790,000 and an average deductible of $83,000.

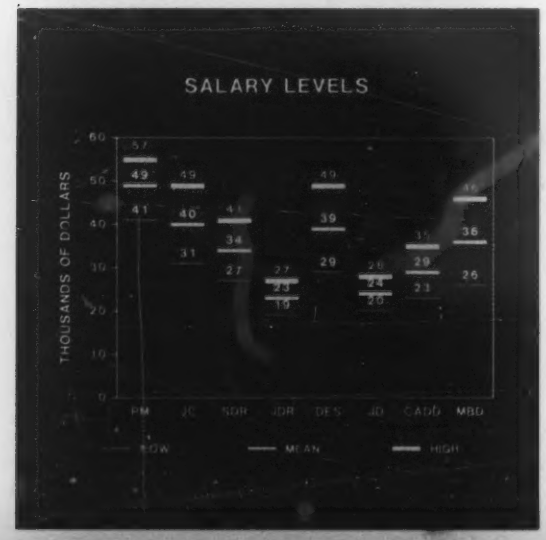
As we mentioned earlier, computers are being used more and more by these firms. In addition to the 92 percent who use them for CADD, 79 percent use them for cost control, 88 percent for project management, 70 percent for facilities management, and 87 percent for graphics.

In terms of interaction with the clients, these firms report that they are hired by top management 39 percent of the time, by senior management 30 percent of the time, by professional staff 29 percent of the time, and by architects just 2 percent of the time. A full 42 percent of the time, the job is decided by lowest bid.

When the job starts, 27 percent of the time our respondents work with an in-house architect or interior designer. Regardless of whom they actually work for, the client staff qualifications have grown tremendously. Interior designers comprise 34 percent of the staff, architects 25 percent, and engineers 12 percent; while

Continued

CHART FOUR



100 INTERIOR DESIGN GIANTS® OF 1989

maintenance people and untrained staff comprise only 19 percent and 24 percent respectively.

Corporate America continues to run a loose ship from the standpoint of standards. Some 44 percent have no furnishings or space standards at all, 28 percent have flexible ones, and another 28 percent have limited space standards. Of those with space/furnishings standards, there is an average of 6.3 standards between the lowly clerk and a senior vice president, inclusive.

Regional Analysis

In order to provide better data to our readers, we have started tracking some data by federal administrative regions. Many firms have multiple offices, but the regional breakdown (see chart below right) is by the location of the headquarters.

Since some regions do not have much representation, the regional data include all 200 Interior Design Giants (the second 100 Interior Design Giants will appear in the July 1989 issue). Even so, three regions (East South Central, Mountain, and Canada/Mexico) do not have enough firms for their statistics to be able to be compared with the others in a valid fashion. But we do have an excellent comparison among the Middle Atlantic, East North Central, South Atlantic, and Pacific regions. These regions have more than three-quarters of the firms in the top 200 and a slightly greater percentage of all fees (81.2 percent) (CHART SIX).

CHART SIX

FEE VOLUME ANALYSIS BY REGION

REGION	Percentage Of Top 200 Total Fees	VOLUME In Millions	Percentage Of Top 200 Total Volume
NE			3
MA			39
ENC			11
WNC			5
SA			17
ESC			1
WSC			7
M			1
P			15
Non U.S.			1
TOTAL	100	13,267,563	100

On this year's questionnaire we specifically asked our respondents to state their average size job and fees in their "headquarters' region of the country." We have taken the most common measure of fees, that for offices as expressed in dollars per rentable sq. ft., and compared all the regions (CHART SEVEN).

The questionnaire that these firms filled out only asked for a regional breakdown of the fees, but then we were able to examine other data that also corelated very well.

The new office costs in each of the regions show about the same overall highs and lows as the fees, although the Middle Atlantic region (New York, New Jersey and Pennsylvania) is even higher in cost (26.7 percent over average) than it was in fees (where it was 21.9 percent over average) (CHART EIGHT).

The work letter values by regional areas is another interesting chart. Since landlords are more generous

KEY TO REGIONAL BREAKDOWN

REGION	STATES WITHIN REGION	TOP 100	SECOND 100	TOP 200
NE		4	8	12
MA		36	24	60
ENC		13	12	25
WNC		5	6	11
SA		17	20	37
ESC		1	0	1
WSC		3	9	12
M		2	3	5
P		17	17	34
Non U.S.		2	1	3
Total		100	100	200

CHART SEVEN

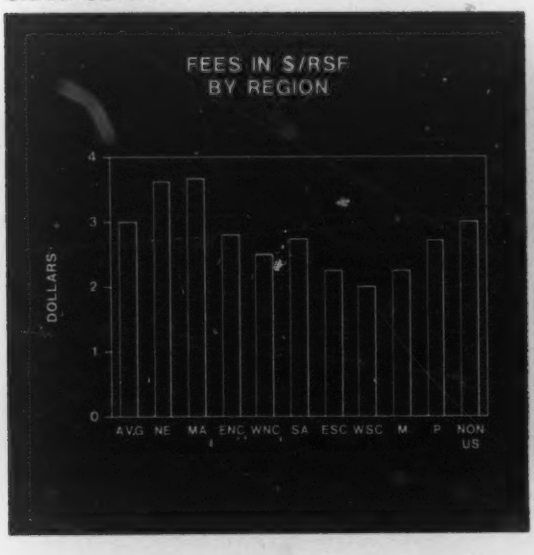
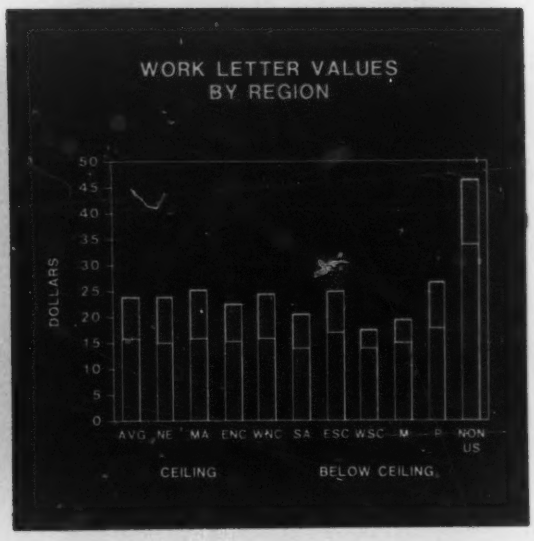


CHART NINE



with their work letter allowances in direct proportion to their desperation to attract tenants, the chart shows the relative health of different real estate markets (CHART NINE). Note that non-U.S. work letters may not mean the same thing to tenants in the U.S.

The salaries also vary by geographic area very similarly to the other data bases. In this case, we averaged all the salaries for each firm and then compared them by region (CHART TEN).

Much the same as last year, this year the firms most respected by their peers are: Gensler and Associates, Skidmore Owings & Merrill, Kohn Pederson Fox Conway, ISD, and Gwathmey Siegel. Considered to be the best managed are: Gensler and Associates, Skidmore Owings & Merrill, Kohn Pederson Fox Conway, Hellmuth, Obata & Kassabaum, and CRSS.

The installations chosen as this year's best are: Criterion Group in Los Angeles by Skidmore Owings & Merrill (see *Interior Design,* July 1988), the Merrill Lynch Headquarters in New York by Skidmore Owings & Merrill, the Rainbow Room in New York by Hardy Holtzman Pfeiffer (see June 1988), and the Herman Miller Showroom in New York by Gwathmey Siegel.

Conclusions

As the field becomes increasingly competitive from well-run competition and the client becomes ever more professional and knowledgeable about controlling projects, every firm needs to be more sophisticated about the way it is run. To the extent that *Interior Design* magazine can help by providing timely management information and by educating the client, we will do so. Our new regional approach was the result of suggestions by several of our participants. If you feel there are more questions to be asked, more data to be gathered, or more information to be derived and presented, please write to let us know.

We depend on the generosity of our respondents in devoting sizable amounts of time and energy to getting the information together that we rely upon. We would like to thank those who do so. □

Andrew Loebelson is vice president of domestic facilities of Salomon Brothers, the New York investment banking firm.

The total fee figures on the following pages represent interior design work only (excluding hospitality interiors). All figures have been rounded off for the purpose of this listing.—Ed.

Research compiled by Deana L. Luzzi.

CHART EIGHT

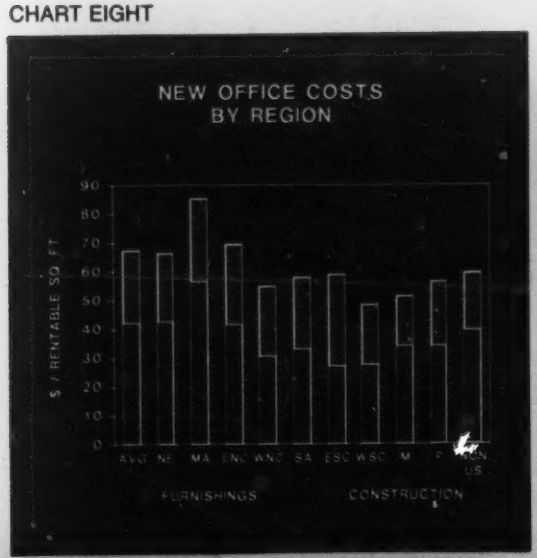
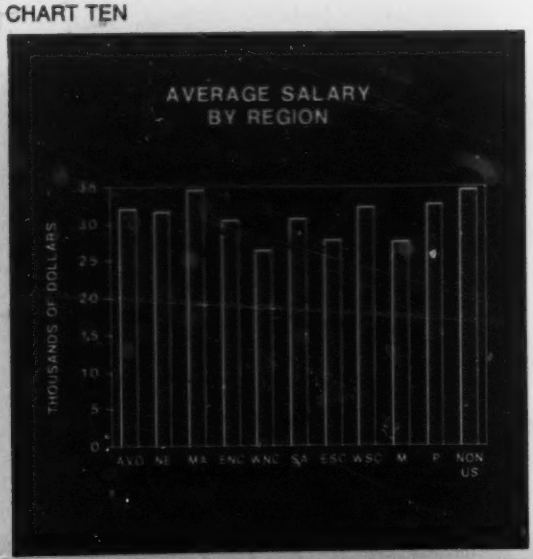


CHART TEN



KEYS

- OFFICE PLANNING FIRMS
- GENERALISTS
- STORE PLANNING FIRMS
- MEDICAL SPECIALISTS

100 INTERIOR DESIGN GIANTS® OF 1989

PP — PRINCIPALS/PARTNERS
PM — PROJECT MANAGERS
JC — JOB CAPTAINS
SDR — SENIOR DRAFTERS
JDR — JUNIOR DRAFTERS
DES — PROJECT & SENIOR DESIGNERS
JD — JUNIOR DESIGNERS
CADD — CADD OPERATORS
MBD — MARKETING BUSINESS DEVELOPMENT
TID — TOTAL INTERIOR DESIGN STAFF

RANK Jan. '89 (Jan. '88)	FIRM NAME / HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA: NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	1988 INSTALLATIONS	1989 INSTALLATIONS
1 (1)	**Gensler and Associates/ Architects** San Francisco Denver, Houston, Los Angeles, New York Washington, Irvine & San Jose, CA	37.69	50.25	528.0	9.60	8 52 54 39 122	PP PM JC SDR JDR	NA 60 42 35 35	130 100 75 65 65	105 95 25 11 488	DES JD CADD MBD TID	49.3 28 37.5 40 —	88 48 65 — —	Columbia Pictures, Burbank, CA R.J. Reynolds Tobacco, Winston Salem, NC Kaye, Scholer, Fierman, et. al., New York The Bank of Nova Scotia, Toronto Northern Telecom Canada Ltd., Toronto	Union Bank of Switzerland, New York Apple Computer, Inc., San Jose, CA Epson America, Inc., Torrance, CA Becton Dickinson & Co., San Jose, CA Wells Fargo, San Francisco
2 (2)	**PHH Environments** Hunt Valley, MD New York, Dallas, Philadelphia, Washington, D.C., Chicago, Detroit, Los Angeles, Newport Beach	26.50	26.50	590.0	9.35	15 89 13 7 17	PP PM JC SDR JDR	NA 52 37 NA NA	125 90 65 NA 35	59 30 13 43 364	DES JD CADD MBD TID	36.5 25 29 38 —	60 35 55 — —	Homart Development, Chicago BCE Development, Chicago Home Savings of America, Irwindale, CA Citicorp, Dallas L. F. Rothschild, New York	Sears Consumer Financial, Chicago Meridian Banco, Reading, PA PHH FleetAmerica, Hunt Valley, MD Citicorp Credit Services, Long Island, NY The Travelers Companies, Richmond, VA
3 (5 & 78)	**ODA/Environetics Inc.** New York Los Angeles, Mexico City, London Sidney & Melbourne, Australia	22.47	24.97	408.0	7.15	10 45 15 22 30	PP PM JC SDR JDR	NA 50 40 35 26	150 NA NA NA NA	38 25 12 10 257	DES JD CADD MBD TID	40 27.5 32.5 45 —	NA NA NA — —	Congress Talcott Corp., New York State Compensation Fund, Woodland Hills, CA Northrop Corporation, Ventura, CA TRW/IBD Division, Orange, CA Rubin Baum Levin Constant & Friedman, New York	Cotton Inc., New York Tokai Bank Ltd., New York U.S. Life Corp., New York & New Jersey Peterson, Ballinap, Webb & Tyler, New York Knight-Ridder Financial Info. Group, New York
4 (3)	**Swanke Hayden Connell Ltd.** New York Chicago, London, Miami, Washington, D.C.	18.00	30.00	833.0	4.37	7 23 9 5 14	PP PM JC SDR JDR	NA 55 40 38 26	175 135 95 85 65	25 13 — 4 165	DES JD CADD MBD TID	49.3 26 — 55 —	130 60 — — —	Nabisco Brands, East Hanover, NJ Fried, Frank, Harris, Shriver & Jacobson, New York Prudential Bache Securities, New York Shearson Lehman Hutton, London RJR Nabisco Corporate Headquarters, Atlanta	Showa Corporation, New York Proskauer Rose Goetz & Mendelsohn, New York Deutsche Bank AG, New York Tambrands, Lake Success, NY Sumitomo Realty & Development, New York
5 (6)	**Hellmuth Obata & Kassabaum** St. Louis Dallas, Houston, New York, Kansas City, Los Angeles, San Francisco, Washington, D.C., Tampa, London, Hong Kong	16.94	74.55	244.8	5.08	6 24 17 5 4	PP PM JC SDR JDR	NA 49.5 38 28.8 21.3	125 92 71 49 38	37 18 7 5 127	DES JD CADD MBD TID	42.2 24.2 25 42.5 —	78 46 46 — —	AT&T, Pleasanton, CA Presbyterian Church (USA), Louisville, KY BDM Fairfax - Phase I, Fairfax, VA Security Pacific National Bank, Costa Mesa, CA First Boston Corporation, Dallas	J.P. Morgan Guaranty, New York AT&T Midwestern Region Headquarters, Chicago San Diego Convention Center, San Diego Naval Intelligence Center, Suitland, MD E.R. Squibb & Sons, Lawrenceville, NJ
6 (4)	**CRSS (Architecture Group)** Houston Washington, New York, Dallas, Denver, Irvine, CA; Greenville, SC	15.96	210.0	321.0	5.80	15 20 25 5 10	PP PM JC SDR JDR	NA 55 45 50 30	150 90 75 75 45	30 20 10 12 169	DES JD CADD MBD TID	65 35 45 35 —	83 55 65 — —	3M Austin Center, Austin, TX IBM Westlake, Westlake, TX Freddie Mac, Arlington, VA Primerica, Stamford, CT Computer Assoc., Dallas	Sun Tech Hospital, Houston Texas Commerce Bank, Houston Pacific Bell, Santa Ana, CA 3M Austin Center Phase II, Austin, TX RJ Reynolds, Winston Salem, NC
7 (9)	**ISD Incorporated** New York Chicago, Houston, Los Angeles	14.05	14.05	257.0	4.68	14 — — — —	PP PM JC SDR JDR	NA — — — —	115 — — — —	68 68 15 13 215	DES JD CADD MBD TID	44 22 25 30 —	73 38 42 — —	Southland Corporation, Dallas American National Can, Chicago Chemical Bank, New York ARCO Oil & Gas, Midland, TX Mugham, Dana & Gould, Boston	Leo Burnett Co., Chicago The Walt Disney Co., Burbank, CA U S Fidelity & Guaranty Co., Baltimore, MD Sidley & Austin, Chicago Touche Ross & Co., Chicago
8 (7)	**Mancini Duffy Associates** New York Miami & Boca Raton, FL; Parsippany, NJ; Hicksville, NY	13.00	13.00	400.0	4.25	3 22 6 8 18	PP PM JC SDR JDR	NA 45 36.5 35 25	95 82 52 52 42	27 23 12 4 146	DES JD CADD MBD TID	39.3 28 23.5 NA —	63 42 42 — —	Wertheim Schroder & Co., New York Peat Marwick Main & Co., New York Arthur Andersen & Co., New York Donovan Data Services, New York Chase Manhattan Bank, Wilmington, DE	Marsh & McLennan Co., New York U.S. Trust Company of New York, New York N.W. Ayer Incorporated, New York Pershing, Jersey City, NJ Spear Leeds & Kellogg, New York

NA indicates information not available — Indicates information not applicable to category and/or firm.

9 (14)	**Leo A. Daly** Omaha Washington, Atlanta, St. Louis, Seattle, Los Angeles, San Francisco, Tokyo, Honolulu, Singapore, Hong Kong, Chantilly, VA	11.25	38.20	173.0	3.90	NA PP 5 PM 5 JC 6 SDR 4 JDR	NA NA NA NA NA	NA 90 80 50 40	21 DES 5 JD 10 CADD — MBD 62 TID	NA NA NA — —	60 40 40 — —	Marriott Corporate Headquarters, Bethesda, MD One Pacific Place, Omaha, NE Post Morwick Main & Co., Washington, D.C. McDonnell Douglas Aircraft, Long Beach, CA IBM Offices, Hong Kong	ConAgra Corporate Headquarters, Omaha, NE UCLA School of Engineering, Los Angeles NCR, Atlanta American Express, Hong Kong Standard Federal S&L, Gaithersberg, MD
10 (12)	**WalkerGroup/CNI, Inc.** New York Los Angeles, Tokyo, London	11.01	13.75	160.0	4.20	7 PP 15 PM 15 JC 28 SDR 16 JDR	NA NA NA NA NA	125 90 75 70 50	16 DES 18 JD 3 CADD 5 MBD 125 TID	NA NA NA NA —	90 50 NA — —	Sunitron - West Palm Beach, FL Marshall Field - Water Tower, Chicago Ivey's - Southpark, Charlotte, NC Galleries Lafayette, Paris Saks, Bal Harbor, FL	J. Walter Thompson Corporate Offices, Chicago Saks Fifth Avenue, New York House of Fraser, London Isetan, Tokyo CitiCorp, Various Locations
11 (17)	**Reel/Grobman & Associates** Los Angeles San Francisco, Santa Ana & San Jose, CA	9.89	9.89	225.0	3.75	5 PP 9 PM 8 JC 12 SDR 14 JDR	NA 65 40 35 24	125 90 65 60 45	40 DES 30 JD 8 CADD 4 MBD 160 TID	44 24 26 36 —	70 45 50 — —	Mkt. Performance Innovation, Long Beach, CA Kindel & Anderson, Los Angeles Deloitte Haskins & Sells, San Francisco Community Bank, Pasadena, CA CIGNA Service Company, Los Angeles	Hal, San Francisco Amgen, Inc., Thousand Oaks, CA Pharmacia Ophthalmics, Monrovia, CA Tiger Title Insurance, Rosemead, CA Ashton-Tate, San Jose, CA
12 (24)	**Hambrecht Terrell International** New York Los Angeles, London	9.60	12.00	160.0	4.20	15 PP 12 PM 12 JC 20 SDR 30 JDR	NA 66.8 44 40 30	150 120 82 70 55	10 DES 18 JD 2 CADD 1 MBS 28 TID	55 30 35 25 —	100 55 55 — —	Bloomingdale's, Chicago Macy's, Bridgewater, NJ Maison Blanche, Clearview, New Orleans J.W. Robinson's, Northridge, CA Saks Fifth Avenue, Tysons, VA	Myer's Pacific Mall, Adelaide, Australia Marshall Fields, Columbus, OH Maison Blanche-Countryside, Clearwater, FL Maison Blanche-Mall of, North Shore Square, LA Maison Blanche, Lakeland, FL
13 (13)	**Cole Martinez Curtis and Associates** Marina del Rey, CA Los Angeles & Irvine, CA	9.60	9.60	122.5	4.02	6 PP 20 PM 10 JC 11 SDR 10 JDR	NA NA NA NA NA	150 72 54 50 32	21 DES 9 JD 3 CADD 2 MBD 124 TID	NA NA NA NA —	58 42 52 — —	First Interstate Tower, Los Angeles Wigwam Country Club, Litchfield Park, AZ Westside Towers, West Los Angeles May Company- Lakewood Park Ctr., Lakewood, CA Goldwaters-Fashion Square, Scottsdale, AZ	Palm Springs Riviera, Palm Springs, CA Goldwaters-Coronado Center, Albuquerque, NM Transamerica Insurance, Los Angeles Arthur Anderson & Co., Los Angeles May Company-Brea Mall, Brea, CA
14 (80)	**Cannon** Grand Island, NY New York, St. Louis, Boston, Washington, D.C., Buffalo, NY	9.55	29.84	145.9	2.80	3 PP 9 PM 6 JC 10 SDR 14 JDR	NA 45 36 32 20	NA 75 60 50 35	15 DES 10 JD 10 CADD 3 MBD 90 TID	39 29 18 40 —	65 30 30 — —	Univ. of Buffalo Med. School Complex, Buffalo, NY Blue Cross, Buffalo, NY George Washington Univ. Hosp., Washington, D.C. Hamot Medical Center, Erie, PA Kensington Medical Center, Kensington, MD	Ft. Washington Lifecare, Prince George's Cty., MD Cleveland Union Terminal, Cleveland Boston Univ. Sic. Bldg. & Sargents College, Boston Brooklyn Children's Psychiatric Ctr., Brooklyn, NY St. Vincent's Medical Center, Staten Island, NY
15 (19)	**R.J. Pavlik, Inc.** Ft. Lauderdale, FL Dallas	8.81	9.87	149.3	4.55	3 PP 5 PM 8 JC 12 SDR 17 JDR	NA 66 45 42 31	NA NA NA NA NA	6 DES 5 JD 1 CADD — MBD 82 TID	64 32 35 — —	NA NA NA — —	Strawbridge & Clothier, City of Presidio, PA Dayton Hudson, Oakland, MI Lord & Taylor, Memphis, TN Hecht Company, Fairfax, VA Strawbridge & Clothier, Willow Grove, PA	Strawbridge & Clothier, Cherry Hill, NY Lord & Taylor, Plantation, FL Belks, Raleigh, NC Dayton Hudson, Oakland, MI G. Fox, Winchester, CT
16 (27)	**Howard Needles Tammen & Bergendoff** Kansas City, MO Indianapolis, Milwaukee, Los Angeles, Seattle, Boston, New York, Phoenix, Kansas City, MO; Alexandria, VA	8.50	34.00	38.4	1.53	5 PP 15 PM 10 JC 6 SDR 8 JDR	NA 50 33 35 21	90 70 55 60 35	15 DES 8 JD 3 CADD 3 MBD 88 TID	29.5 19 31 30 —	35 25 41 — —	Jewish Community Center, Overland Park, KS Dana Point Resort, Dana Point, CA Financial Center Western Savings, Phoenix Palm Springs Convention Center, Palm Springs, CA Evansville Airport Terminal, Evansville, IN	U.S. West Communications/Phoenix Plaza, Phoenix Anaheim Convention Center, Anaheim, CA Central States Pension Fund, Chicago Wisconsin Bell, Milwaukee Eli Lilly Corporate Hangar, Indianapolis
17 (28)	**The Callison Partnership** Seattle San Diego	8.40	21.00	25.0	.50	2 PP 1 PM 5 JC 1 SDR — JDR	NA NA NA NA —	90 63 50 63 —	22 DES 15 JD — CADD — MBS 49 TID	NA NA — — —	45 33 — — —	GTE-Northwest, Everett, WA Nordstrom Tysons Corner, McLean, VA Nordstrom Southcenter, Tukwila, WA Alaska Airlines, Seattle Rainier Operations Center, Seattle	Washington Mutual, Seattle Lane Powell Moss & Miller, Seattle Pacific First Federal, Seattle Nordstrom Pentagon City, Washington, D.C. Nordstrom Arden Fair, Sacramento, CA
18 (22)	**Ryan Gibson Bauer Kornblath, P.A.** Middletown, NJ New York	8.24	11.57	144.1	1.90	4 PP 4 PM 10 JC 5 SDR 4 JDR	NA 67 53.2 36.5 20.2	125 100 75 65 35	16 DES 17 JD 15 CADD 5 MBD 96 TID	44 28 31 50 —	70 35 55 — —	Merrill Lynch & Co., New York Port Authority of NY & NJ - WTC HQ, New York NJIT - Math Humanities, Newark, NJ R. Wood Johnson Hospital, New Brunswick, NJ The Ryan Group Corporate Offices, New York	Merrill Lynch & Co., New York Port Authority of NY & NJ - WTC HQ, New York NJIT - Info Tech Center, Newark, NJ NJIT - Micro Electronics, Newark, NJ New Jersey Department of Agriculture, Trenton, NJ
19 (15)	**The Miller Organization, Inc.** New York	8.22	8.22	135.0	3.50	4 PP 5 PM 3 JC 5 SDR 8 JDR	NA 50.5 44.5 36.4 27	150 93 90 70 70	9 DES 5 JD 5 CADD 1 MBD 50 TID	45.6 32 27 NA —	90 70 70 — —	Merrill Lynch & Co., Inc., Princeton, NJ Merrill Lynch & Co., Inc., Somerset, NJ Morgan Guaranty Trust Company, New York Nomura Securities International, New York Columbia Presbyterian Medical Center, New York	Nomura International Inc., London State of New Jersey, Trenton, NJ Merrill Lynch & Co., Inc., Princeton, NJ Shearson Lehman Hutton, Inc., New York Dun & Bradstreet, Allentown, PA
20 (16)	**HLW Architects Engineers & Planners** New York Basking Ridge, NJ; Al Kober, Saudi Arabia	8.12	23.20	190.4	2.67	1 PP 9 PM 12 JC 16 SDR 6 JDR	NA 62 40.6 33.8 28	150 114 75 62 51	12 DES 4 JD — CADD 2 MBD 73 TID	39 25.5 — 29.5 —	72 47 — — —	American Re-Insurance, Princeton, NJ Various Murdoch Magazines, New York USPS Administrative & Mail Facility, Queens, NY Federal Reserve Bank, Cranford, NJ HLW Offices, New York	Jaguar Motor Cars, Mahwah, NJ Engelhard Corp., Edison, NJ News America Corp., New York U.S. Surgical, Norwalk, CT Warwick Advertising, New York

* Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

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						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
21 (116)	Gwathmey Siegel & Associates Architects New York Bedford, NY	8.12	8.12	50.0	.70	2 12 5 19 7	PP PM JC SDR JDR	NA 60 45 40 35	NA 85 75 60 50	— — 3 — 55	DES JD CADD MBD TID	— — 37 — —	— — 52 — —	SBK Entertainment World, Inc. Offices, New York Asteria Museum of the Moving Image, Asteria, NY Herman Miller Showroom, Long Island City, NY Office Building, Princeton, NJ IBM Greensboro, Greensboro, NC	Cornell Univ. Agriculture Building, Ithaca, NY Cornell Univ. Field House, Ithaca, NY Cornell Univ. Theory Center, Ithaca, NY DMB&B Office Interiors, New York McCann Erickson Office Interiors, New York
22 (8)	Bonsignore Brignati & Mazzotta, P.C. New York	8.10	9.07	62.0	.94	3 11 13 15 6	PP PM JC SDR JDR	NA 50 42.6 38 27.5	125 90 75 65 45	10 2 6 23 90	DES JD CADD MBD TID	48.5 30.4 33.6 40 —	61 50 55 — —	The Plaza Hotel, New York New York Telephone, Brooklyn, NY Manufacturers Hanover, New York Bank of New York, New York New York Stock Exchange, New York	New York Stock Exchange, New York Manufacturers Hanover, New York New York Telephone, New York Elsevier Science Publishing Company, New York Residences At The Surf, Revere, MA
23 (44)	RTKL Associates, Inc. Baltimore, MD Dallas, Los Angeles, Washington, D.C., Fort Lauderdale, FL	7.75	51.00	154.9	5.00	— 4 6 — —	PP PM JC SDR JDR	— 45 35 — —	— 75 62 — —	10 8 — — 32	DES JD CADD MBD TID	37.5 31 — — —	66 55 — — —	Rivoli Office Building, Baltimore Classified Project, Washington, D.C. Princeton Marriott Forrestal Village, Princeton, NJ American National Can, Greenwich, CT Post Merwick Main & Co., Baltimore	Fairfax County Government Center, Fairfax, VA Alex. Brown & Sons, Baltimore Bank of Baltimore Executive Offices, Baltimore Catholic Relief Services World HQ, Baltimore Democracy Plaza Marriott, Bethesda, MD
24 (20)	HKS, Inc. Dallas Los Angeles, Tampa, FL	7.70	51.30	92.8	4.89	1 7 9 6 7	PP PM JC SDR JDR	NA 40 30 25 20	80 77 58 48 39	12 5 — — 50	DES JD CADD MBD TID	32.5 20 — 17 —	63 39 — — —	J.C. Penney Company, Dallas First RepublicBank, Dallas USAA Towers, San Antonio Dr. Pepper & The Seven Up Company, Dallas All Saints Southwest, Fort Worth, TX	Winchester Medical Center, Winchester, VA Cook Ft. Worth Children's Med. Ctr, Ft. Worth, TX Annuity Board Southern Baptist Convention, Dallas Mobil New Southwest Computer Center, Dallas Brown, Maroney, Rose, Barber & Dye, Austin, TX
25 (25)	Retail Planning Associates, Inc. Columbus, OH Westwood, NJ	7.46	9.05	75.0	2.35	2 5 — 13 3	PP PM JC SDR JDR	NA 57 — 31 23	NA 100 — 65 55	17 5 3 9 64	DES JD CADD MBD TID	42 26 23 NA —	75 50 40 — —	Wal-Mart Hypermart USA, Dallas Bank One Financial Marketplace, Columbus, OH U.S. Navy Exchange, Orlando, FL Clover div. Strawbridge & Clothier, Philadelphia Camelot Music Superstore, Columbus, OH	Sears, Roebuck, Chicago Aarikka Department Stores, Helsinki, Finland Harvest Bank, Min. apolis Unilever, Bakirkoy Turkish Center, Istanbul, Turkey The Mall at Mill Run, Columbus/Hilliard, OH
26 (26)	Griswold Heckel & Kelly Associates, Inc. New York Chicago, Boston, Denver	7.00	7.00	230.0	4.20	11 10 14 14 16	PP PM JC SDR JDR	NA 45 38 36 20	90 75 55 45 35	36 14 8 5 140	DES JD CADD MBD TID	29 20 32 35 —	43 30 45 — —	Arthur Anderson & Co., Chicago Associated Press, Nationwide Chase Manhattan Bank, New York Coopers & Lybrand, Boston JMB Realty Corp., Chicago	Bank of Boston, Boston Citicorp, Chicago & New York Chevron, Denver Sterling Drug Co., New York Unocal Corp., Schaumberg, IL
27 (35)	The Hillier Group Princeton, NJ Philadelphia, Tampa, FL	6.93	22.33	126.0	1.64	2 4 5 5 8	PP PM JC SDR JDR	NA 45 40 36 22	100 70 60 60 45	3 5 4 — 41	DES JD CADD MBD TID	40 22 28 — —	60 45 50 — —	UpJohn Company, Kalamazoo, MI Dana Marketing Services, Parsippany, NJ Division of Taxation, State of NJ, Trenton, NJ Prudential Eastern HQ, Ft. Washington, PA Univ. of PA/Wharton School, Philadelphia	McCormack & Dodge, Natick, MA Squibb Corporation, Lawrenceville, NJ Johnson & Johnson, New Brunswick, NJ
28 (49)	Space Design International, Inc. (SDI) Cincinnati Los Angeles, Tampa, FL	6.32	7.81	71.6	2.50	5 14 9 8 18	PP PM JC SDR JDR	NA 60 37 34 28	125 87 60 54 36	22 28 3 7 129	DES JD CADD MBD TID	37 21 23 35 —	57 34 38 — —	Savings & Loan Data Corp., Cincinnati Edward J. Gallagher Corp., Nationwide Federated/Allied, Several P.A. Bergner & Co., Regionally The Limited, Nationwide	Gannett Cleveland Corp., Cincinnati IBM, Several Federated/Allied, Nationwide Sun N' Sand, Florida The Limited, Nationwide
29 (38)	SCR Design Organization, Inc New York	6.20	6.20	85.0	2.30	4 9 5 10 7	PP PM JC SDR JDR	NA 53 40 35 27	NA 95 85 75 75	14 4 4 1 63	DES JD CADD MBD TID	42 28 32 NA —	85 85 85 — —	Young & Rubicam, New York Citibank, New York Wang Laboratories, New York AGP, Clifton, NJ Shearson Lehman, New York	Citicorp, New York Viking Penguin, New York Newsday, New York Morgan Guaranty Trust, New York Capital IPC, New York
30 (36)	Flad & Associates Madison, WI Gainesville, FL	5.98	17.25	33.84	1.32	5 10 — — 18	PP PM JC SDR JDR	NA 45 — — 16	100 65 — — 28	4 3 4 4 45	DES JD CADD MBD TID	25.5 16 24 30 —	40 28 39 — —	Madison Tech. College-Phase 2, Madison, WI Whirlpool Corporation, Benton Harbor, MI Church Mutual Insurance Co., Merrill, WI Industrial Lab-Northwestern Univ., Evanston, IL St. Elizabeth Hospital, Appleton, WI	Northwestern Mutual Life Insurance, Milwaukee St. Francis Medical Center, Peoria, IL Shands Teaching Hosp., Phase 2, Gainesville, FL Baxter Healthcare Corporation, Round Lake, IL Univ. Wisconsin Health Science Ctr., Madison, WI
31 (18)	3D/International Houston Los Angeles, Hong Kong, Washington, D.C.; San Antonio, TX	5.95	19.50	125.0	3.50	2 4 6 8 18	PP PM JC SDR JDR	NA 65 45 35 30	150 100 70 55 48	12 12 5 3 65	DES JD CADD MBD TID	40 30 30 30 —	63 49 49 — —	Browning Ferris Industries HQ, Houston Children's Nutrition & Research Center, Houston Smith Tower/Methodist Hospital, Houston Cox & Smith, San Antonio, TX USAA, Colorado Springs, CO & Sacramento, CA	Veterans Administration Hospital, Houston NBC Bank, San Antonio, TX Houston Area Research Center I & II, Houston Dept. Army Sector/The Pentagon, Washington, D.C. Southwest Police Command Center, Houston

NA indicates information not available — indicates information not applicable to category and/or firm.

32 (39)	**The Switzer Group, Inc.** **New York**	5.94	6.00	140.5	2.11	3 PP 3 PM 11 JC 4 SDR 1 JDR	NA NA NA NA NA	150 100 95 90 75	4 DES 2 JD 3 CADD 3 MBD 43 TID	NA NA NA NA —	90 75 110 — —	Integrated Resources, Inc., New York Continental Insurance Company, Cranbury, NJ Banque Paribas/Paribas North America, New York William Esty Agency, New York McGraw Hill, Washington, D.C.	Integrated Resources, Inc., New York Blue Cross/Blue Shield of NJ, Newark, NJ Ramapo College, Mahr 'ah, NJ Parsons Stern, New York Hill Samuel, Inc., New York
33 (32)	**The Office of Pierce Goodwin Alexander** **Houston** Dallas & Austin, TX	5.72	9.00	97.0	1.50	— PP 4 PM — JC 3 SDR 4 JDR	— 45 — 35 25	— 75 — 60 44	10 DES 5 JD 2 CADD 2 MBD 34 TID	30.5 22 24 32 —	54 38 42 — —	Shell Oil Company, Houston St. Luke's Episcopal Hospital, Houston Lawenthal & Horwath, Houston LaBelle Rive Restaurant, Houston Bonner & Moore, Houston	Federal Reserve Bank Branch Houston, Houston International Arrivals Terminal, Houston American Red Cross, Houston Charter Bank, Houston NASA/Central Computing Facility, Houston
34 (42)	**International Design Group (Canada) Inc.** **Toronto** New York, London & Gateshead, England	5.69	5.99	86.0	1.30	9 PP — PM — JC 21 SDR — JDR	NA — — 66 —	120 — — 85 —	34 DES 10 JD — CADD — MBD 84 TID	40 33 — — —	85 65 — — —	Metro Centre II, Gateshead, New Castle/England Unicenter, Buenos Aires, Argentina Hazelton Lanes, Toronto St. Foy Shopping Centre, St. Foy, Quebec Jumbo Supermarket, Hipermercado, Jumbo, S.A.	Liverpool Shopping Centre, Liverpool, U.K. Antwerp Shopping Centre, Antwerp, Belgium Kingsway Garden Mall, Edmonton, Alta
35 (52)	**Burt Hill Kosar Rittelmann Associates** Pittsburgh New York, Washington, D.C.; Butler & Philadelphia, PA; Ft. Meyers, FL	5.46	17.96	77.0	2.30	2 PP 19 PM — JC 5 SDR — JDR	NA 36 — 24 —	110 65 — 45 —	16 DES 16 JD 5 CADD 6 MBD 75 TID	30.5 17 18 30 —	55 40 35 — —	Blue Cross of Western Pennsylvania, Pittsburgh Marsh and McLennan, Inc., Pittsburgh George Washington Univ., Washington, D.C. Mellon Bank, Philadelphia NVHYAN, Eastern United States	Blue Cross of Western Pennsylvania, Pittsburgh Radisson Hotel, Pittsburgh Biomedical Science Tower, Pittsburgh Bala Cynwyd Assoc. Building, Bala Cynwyd, PA NVHYAN, Eastern United States
36 (23)	**Space Design, Incorporated** **Philadelphia** Marlton, NJ	5.02	6.34	1.93	3.30	4 PP 13 PM 12 JC — SDR — JDR	NA 40 35 — —	93 80 65 — —	13 DES — JC 47 CADD 1 MBD 107 TID	25 — 20 25 —	55 — 45 — —	Pepper, Hamilton & Scheetz, Philadelphia Stradley, Ronon, Stevens & Young, Philadelphia Squibb Technical Operations, Princeton, NJ Provident National Bank, Philadelphia SEPTA, Philadelphia	PECO, Chesterbrook, PA State of New Jersey, Trenton, NJ Miller, Anderson & Sherrerd, Bala Cynwyd, PA Ravin & Henderson, Philadelphia Karr-Barth Associates, Bala Cynwyd, PA
37 (37)	**Business Space Design** **Seattle** New York, San Francisco, Columbus, OH; Tucson & Phoenix, AZ; Raleigh, NC; Charleston, SC	4.80	4.90	63.6	2.57	3 PP 9 PM 5 JC 9 SDR 6 JDR	NA 42 35 37 23	100 68 58 60 38	7 DES 6 JD 1 CADD 1 MBD 54 TID	36 23 21 35 —	61 38 35 — —	Karr, Tuttle, Campbell, Seattle Lamonts - 12 Stores, Seattle Eddie Bauer - 36 Stores, Redmond, WA Huntington Bank Operations Center, Columbus, OH State Office Tower, Columbus, OH	GNA, Seattle Johnson & Higgins, Seattle Eddie Bauer - 22 Stores, Redmond, WA State Auto Pavilion, Columbus, OH Nationwide III, Columbus, OH
38 (41)	**IA, Interior Architects, Inc.** **San Francisco** New York, Los Angeles	4.80	4.80	60.0	1.95	6 PP 13 PM 6 JC 6 SDR 3 JDR	NA 45 32 29 25	90 80 57 52 45	10 DES 2 JD 1 CADD 2 MBD 63 TID	33.5 24 39 NA —	60 43 70 — —	R.J. Reynolds/Nabisco HQ-Phase I, E. Hanover, NJ Hambrecht & Quist Headquarters, San Fancisco Kohlberg Kravis Roberts & Co., New York Dean Witter Reynolds, Various Locations Zen-Noh Unico American Corporate HQ, New York	The Clorox Company Headquarters, Oakland, CA Bank of America, Various Locations Merrill Lynch Regional HQ, San Fancisco Almaaseen Commercial Development, Oakland, CA The Trump Group, New York
39 (71)	**Greenwell Goetz Architects, P.C.** **Washington, D.C.** Vienna, VA	4.65	4.65	57.5	1.25	3 PP 6 PM 10 JC 12 SDR 2 JDR	NA 47 40 35 25	95 70 55 55 45	8 DES 2 JD 2 CADD 1 MBD 58 TID	37.5 22 26 30 —	55 45 55 — —	The Wyatt Company, Washington, D.C. Aetna Insurance Company, Fairfax, VA Victor O. Schinnerer Company, Chevy Chase, MD International Trade Commission, Washington, D.C. C.R.I., Rockville, MD	Communication Workers/America, Washington, D.C. Ringling Bros. Barnum & Bailey, Vienna, VA Atlis Systems, Inc., Rockville, MD Sanger Life Insurance, Rockville, MD Netrix, Inc., Fairfax, VA
40 (50)	**CUH2A** **Princeton, NJ**	4.52	18.07	67.9	1.42	11 PP 1 PM 4 JC 2 SDR 1 JDR	NA 46.5 42 33.5 27.5	125 90 68 51 43	14 DES 6 JD 3 CADD 2 MBD 45 TID	37.3 21 33 NA —	54 33 43 — —	Thomas & Betts Corporation HQ, Bridgewater, NJ BMW of North America HQ, Woodcliff Lake, NJ Merck Sharp & Dohme, West Point, PA The Pullman Company HQ, Princeton, NJ Merrill Lynch Financial Group, Princeton, NJ	Rorer Group, Inc., Upper Providence Township, PA Pitney, Hardin, Kipp & Szuch, Florham Park, NJ Pfizer, Inc., Groton, CT Metropolitan Life Real Estate Investments, Various AT&T, Whippany, NJ
41 (66)	**Perkins & Will** **Chicago** New York, Washington, D.C.	4.51	19.00	195.3	5.50	3 PP 8 PM 3 JC 3 SDR — JDR	NA 42.5 35 32 —	90 75 60 55 —	19 DES 15 JD 3 CADD 21 MBD 137 TID	36 23 24 NA —	63 40 40 — —	Stotler & Company, Chicago IBM, Chicago Pepsi Cola General Bottlers, Chicago Price Waterhouse, Chicago Norwalk City Hall and Concert Hall, Norwalk, CT	Kraft, Northfield, CT Applied Technology Center, Grand Rapids, MI Arthur J. Gallagher, Chicago Kuwait Univ. Library & Admin. Bldgs., Kuwait City AT&T, Naperville, IL
42 (95)	**SPGA Group, Inc.** **New York**	4.25	4.25	66.1	1.30	3 PP 6 PM 5 JC 6 SDR 3 JDR	NA 55 38 30 22	100 80 65 55 45	10 DES 6 JD — CADD — MBD 49 TID	45 24 — — —	69 48 — — —	Loews Corporate Offices, New York Larriard Loews, New York DuPont DeNemours Cent. Ctr., Wilmington, DE Otis Elevator Company, New York Continental Insurance Company, Neptune, NJ	Estee Lauder, New York Drug Enforcement Agency, New York L.J. Hooker, New York Orion Pictures, New York North American Philips Corp., New York
43 (34)	**The Architects Collaborative, Inc.** **Cambridge, MA** San Francisco, Kuwait City	4.12	19.6	141.3	1.80	1 PP 6 PM 3 JC — SDR — JDR	NA 47.5 35 — —	150 80 60 — —	21 DES 10 JD 2 CADD 2 MBD 49 TID	34 22 27.5 NA —	57 37 46 — —	Zayre Corp. Headquarters, Framingham, MA John Hancock Mutual Life, Boston The Limited Stores, Nationwide Sun Microsystems, Westford, MA Cornell Univ., Statler Hall, Ithaca, NY	The Amiri Diwan, Kuwait Harvard Univ. Kennedy School, Cambridge, MA Camp, Dresser & McKee, Cambridge, MA Northeastern Univ. Library, Boston Pinellas County School Admin., Tampa, FL

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						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
44 (54)	**Descon Interiors, Inc.** New York Los Angeles	4.10	4.10	80.0	1.30	4 9 1 7 5	PP PM JC SDR JDR	NA 45 75 35 20	NA 75 100 75 50	7 4 3 3 52	DES JD CADD MBD TID	47.5 25 20 40 —	78 55 45 —	Public Service Mutual Insurance, New York Dorsman & Co., New York McGraw-Hill, New York Porter Novelli, New York Adelphi University, New York	Harper & Row, New York The Equitable, New York U.S. Committee for UNICEF, New York Omnicom Group, New York Grey Advertising, New York
45 (97)	**STUDIOS Architecture** San Francisco & Washington, D.C. London	4.07	5.04	35.0	.70	5 11 4 6 3	PP PM JC SDR JDR	NA 52 41 33 26	100 85 60 50 45	8 4 2 4 58	DES JD CADD MBD TID	39.5 27 20 31 —	63 50 50 — —	Apple Mixed./Operational HQ, Cupertino, CA Arnold & Porter, New York & Washington D.C. 3COM Corporation Headquarters, Santa Clara, CA Latham & Watkins, Washington, D.C. Morgan/Olmstead/Kennedy/Gardner, Los Angeles	Norwest Corp. & Norwest Bank, Minneapolis Silicon Graphics Corp. Facilities, Santa Clara, CA Melnicov, Kaufman, et. al., Baltimore Morgan Stanley & Company, San Francisco Orrick, Herrington & Sutcliffe, San Francisco
46 (—)	**URS Consultants** Cleveland Atlanta, San Francisco, Singapore, Paramus, NJ; Columbus, OH	4.00	40.00	25.0	1.89	— 6 — 6 —	PP PM JC SDR JDR	— 50 — 25 —	— 60 — 40 —	7 — 4 1 25	DES JD CADD MBD TID	30 — 25 30 —	50 — 40 — —	Cleveland Convention Center, Cleveland Price Waterhouse, Cleveland Kaiser Permanente, Parma, [illegible] Coopers & Lybrand, Cleveland State Office Tower II, Columbus, OH	Ferro Corporation World Headquarters, Cleveland Wright-Patterson AFB, Dayton, OH West Virginia Univ. Cafeteria, Morgantown, WV Bond Court Building Renovation, Cleveland Akron City Hospital Office Building, Akron, OH
47 (61)	**LCP Associates, Inc.** New York	3.90	3.90	35.0	.50	5 10 1 7 —	PP PM JC SDR JDR	NA 55 47.5 37.5 —	125 90 70 70 —	9 3 2 2 46	DES JD CADD MBD TID	56.3 25 50 62.5 —	80 40 70 — —	Skadden Arps Slate Meagher & Flom, New York Phillips - Van Heusen, New York Bank Brussels Lambert, New York New York Stock Exchange, New York Harry M. Stevens, New Jersey	Skadden Arps Slate Meagher & Flom, New York Rabobank, New York Recruit USA, New Jersey Cartier Inc., Connecticut Rosenman & Colin, New York
48 (62)	**Sheridan Harinsky Associates, Inc.** New York Conerport, NY; Freehold, NY	3.90	4.10	14.0	2.85	2 5 — 4 4	PP PM JC SDR JDR	NA 40 — 30 18	100 100 — 75 45	4 2 2 2 29	DES JD CADD MBD TID	45 28 40 35 —	95 72 90 — —	Manufacturers Hanover Trust, New York Bankers Trust Company, New York Marine Midland Bank, New York Brookville Country Club, Glen Head, NY Chemical Bank, New York	Rockville Links Country Club, Rockville Ctr., NY The Pines at Greenville, Freehold, NY Manufacturers Hanover Trust, New York Bankers Trust Company, New York First Federal Savings & Loan, New York
49 (45)	**Whisler-Patri** San Francisco Los Angeles	3.86	9.00	58.0	2.00	1 5 5 1 3	PP PM JC SDR JDR	NA 55 37 32 21	125 100 78 55 44	6 6 3 1 33	DES JD CADD MBD TID	46.5 26 28 32 —	75 44 44 — —	San Francisco-Centre, San Francisco First Interstate Bank, Regional HQ, San Francisco Barclay's Bank HQ, San Francisco Pacific Gas & Electric, San Francisco First Interstate Leasing Center, Carrites, CA	Ritz Carlton Hotel, San Francisco East Bay Municipal Utility Dist. HQ, Oakland, CA Industrial Indemnity, San Francisco Fireman's Fund Insurance Co., HQ, Novato, CA Landels, Ripley & Diamond, San Francisco
50 (48)	**Gresham, Smith and Partners** Nashville, TN Birmingham, AL	3.82	14.83	82.1	1.93	1 2 — 1 —	PP PM JC SDR JDR	NA 40 — 30 —	100 75 — 54 —	14 5 — — 25	DES JD CADD MBD TID	31.8 17 — — —	68 45 — — —	Alabama Power Renovation, Birmingham, AL Balch & Bingham, Birmingham, AL Arthur Anderson, Nashville, TN City Center, Nashville, TN Apple Computer Inc., Nashville, TN	Satura Northfield Building, Spring Hill, TN Am South Bank, Birmingham, AL Baptist Medical Center-Princeton, Birmingham, AL Port Columbus Airport Expansion, Columbus, OH
51 (—)	**Smith Hinchman & Grylls Associates, Inc.** Detroit Phoenix, Washington D.C.	3.75	25.00	65.2	2.17	1 3 — 1 —	PP PM JC SDR JDR	NA NA — NA —	NA NA — NA —	7 — 1 1 15	DES JD CADD MBD TID	NA — NA NA —	NA — NA — —	Renaissance Center Retail Redevelopment, Detroit Wayne County Building, Detroit Univ. of Michigan, Classroom & Lab., Flint, MI Aurora Young Adult Psychiatric Hospital, Detroit Ford Transmission & Chassis Office, Livonia, MI	Digital Equipment Corp., Livonia, MI Beckman Institute, Urbana-Champaign, IL Plant/Animal Biotech. Lab., Urbana-Champaign, IL Wayne State Univ. Clinical Research Bldg., Detroit US Army Ft. Wainewright Care Ctr., Fairbanks, AL
52 (—)	**The Phillips Janson Group** New York	3.74	3.98	44.2	.96	4 13 7 — 1	PP PM JC SDR JDR	NA NA NA — NA	128 81 61 — 35	6 5 — 1 46	DES JD CADD MBD TID	NA NA — NA —	71 45 — — —	On-Line Software International, Fort Lee, NJ Control Data Corporation, New York F. Schumacher & Co., Various Locations Chanel, Inc., New York 3M, New York	Loews Corporation, New York Swiss Re Holding Inc., New York Time, Inc., New York Chemical Bank, New York NBC, New York
53 (33)	**ASD, Inc.** Atlanta Washington, D.C.; Tampa, FL	3.68	4.00	85.9	2.60	8 8 — — —	PP PM JC SDR JDR	NA NA — — —	100 65 — — —	23 7 1 1 60	DES JD CADD MBD TID	NA NA NA NA —	45 35 35 — —	IBM at Atlantic Center Regional HQ, Atlanta III Corps and Fort Hood HQ, Killeen, TX NCNB National Bank of Florida HQ, Tampa, FL Anchor Glass Corporation, Tampa, FL The First, F.A., Orlando, FL	Fulton County Government Center, Atlanta Chase Manhattan Bank, Tampa, FL The Travelers Companies Regional HQ, Orlando, FL Large Regional Service Center, Largo, FL Price Waterhouse, Atlanta
54 (72)	**Sverdrup Corporation** St. Louis Phoenix, Dallas, St. Louis, Washington, D.C.	3.67	425.62	42.0	2.20	1 7 3 6 10	PP PM JC SDR JDR	NA 45 36 27 18	100 70 50 40 35	13 3 2 3 54	DES JD CADD MBD TID	30 18 26 45 —	48 30 42 — —	Grant & Whitney, Various Locations Commercial National Bank Peoria, Peoria, IL Southwestern Bell, St. Louis Compri Hotel, St. Louis MCI, Dallas	

NA indicates information not available — indicates information not applicable to category and/or firm.

55 (60)	**Robinson Mills + Williams (RMW)** **San Francisco** San Jose, CA; Walnut Creek, CA	3.67	6.65	40.3	1.04	9 PP 8 PM 6 JC — SDR — JDR	NA 49.5 33.4 — —	NA NA NA — —	18 DES 5 JD 2 CADD — MBD 46 TID	33.3 21.2 30 — —	NA NA NA — —	Bronson, Bronson & McKinnon, San Francisco Santa Clara Valley Medical Center, San Jose, CA One Bush Street, San Francisco Claremont Hotel & Resort Spa, Oakland, CA San Jose Museum of Art, San Jose, CA	595 Montgomery Street, San Francisco Apple City Center, Cupertino, CA Hitachi America Ltd. Regional HQ, Brisbane, CA Offices Pillsbury, Madison & Sutro, San Francisco Port of Oakland, HQ, Oakland, CA
56 (67)	**DBI** **Washington, D.C.** Vienna, VA	3.64	5.20	98.7	2.90	2 PP 13 PM 4 JC 9 SDR 2 JDR	NA 41 25 18.5 16.6	105 75 68 34 32	8 DES 3 JD 6 CADD 2 MBD 60 TID	31.2 16.5 21 24.6 —	72 34 85 — —	McDermott, Will & Emery, Washington, D.C. Blue Cross/Blue Shield, Washington, D.C. Madison National Bank Operations, Lanham, MD Maxima Corporation, Rockville, MD Repos & Gray, Washington, D.C.	Network Solutions, Herndon, VA CAP, Silver Spring, MD Fairfax Cty. Library, Admin. Offices, Fairfax, VA Venable, Baetjer & Howard, McLean, VA Dean Witter, Alexandria, VA
57 (64)	**Architectural Interiors, Inc./ Interior Design Inc.** **Chicago & Los Angeles** New York, London, Paris, Tel Aviv	3.56	3.75	88.0	5.84	3 PP 9 PM — JC 5 SDR — JDR	NA NA — NA —	103 70 — 50 —	16 DES 10 JD 2 CADD 2 MBD 56 TID	NA NA NA NA —	60 25 53 — —	First Capital Life Insurance, San Diego American Medical Association, Chicago Arco, Los Angeles Rockwell Div. Rockwell Corp., Conoga Park, CA Bank of America, Pasadena, CA	The Northern Trust Company, Chicago Marks & Spencer, London City of Los Angeles, Los Angeles Cook County Circuit Court, Cook County, IL The Saturn Corp./General Motors, Spring Hill, TN
58 (94)	**Architectural Interiors** **Washington, D.C**	3.48	3.48	28.9	1.43	5 PP 6 PM — JC 2 SDR 5 JDR	NA 42 — 34 22.5	85 75 — 60 37	5 DES 6 JD 4 CADD 2 MBD 50 TID	32 20.5 24.8 24.8 —	55 35 45 — —	Freddie Mac Interim HQ Relocation, Reston, VA Freddie Mac Point West Plaza, Tysons Corner, VA Citicorp Savings of Washington, Washington, D.C. Aerospace Industries Assoc., Washington, D.C The Carlyle Group, Washington, D.C.	Fannie Mae HQ Renovation, Washington, D.C. Public Admin. & Services Ctr., Washington, D.C. Preserve, Inc., Arlington, VA Xerox Corporation, Washington, D.C. Highway Safety Insurance Inst., Washington, D.C.
59 (63)	**Deupi and Associates, Inc.** **Washington, D.C.** Arlington, VA	3.41	3.79	175.6	4.32	2 PP 16 PM — JC 13 SDR 2 JDR	NA 45 — 30 25	90 75 — 50 40	9 DES 5 JD 6 CADD — MBD 58 TID	45 35 35 — —	55 45 60 — —	Fannie Mae Headquarters, Washington, D.C. Bishop Cook Purcell & Reynolds, Washington, D.C. Dechert Price & Rhoads, Washington, D.C. Dunnells Duvall Bennett & Porter, Washington, D.C. U.S. Patent Office, Arlington, VA	Nat'l Rural Electrical Assoc., Washington, D.C. U.S. Air, Arlington, VA Social Security, Falls Church, VA G.S.A. Gateway North, Arlington, VA HABOTTSA, Arlington, VA
60 (85)	**Daroff Design Inc. & DDI Architects PC** **Philadelphia**	3.37	3.46	160.0	2.15	3 PP 6 PM 3 JC 6 SDR 4 JDR	NA 50 50 50 30	163 80 80 80 50	6 DES 5 JD 3 CADD 2 MBD 46 TID	50 28 30 28 —	75 35 40 — —	Prudential EHO, Fort Washington, NJ Revlon HQ Relocation, New York Philadelphia Gas Works, Philadelphia Great Valley Conference Center, Philadelphia Hoyle Morris & Kerr Law Offices, Philadelphia	Prudential South Plainfield, South Plainfield, NJ Capital Blue Cross, Harrisburg, PA Children's Seashore House, Philadelphia Mobil Oil Regional Operations Ctr., Philadelphia Comcast Headquarters Relocation, Philadelphia
61 (30)	**The Austin Company** Cleveland Atlanta, Houston, New York, Cincinnati Cleveland, Dallas, Anchorage, AK; Clayton, MO; Des Plaines, IL; Edina, MN	3.36	56.00	41.0	2.00	— PP 18 PM — JC — SDR — JDR	— 44.5 — — —	— 53 — — —	20 DES 14 JD 7 CADD 3 MBD 77 TID	32.5 21.5 22.5 NA —	42 32 32 — —	Salt River Project, Phoenix University of Chicago, Chicago Boeing Military Airplane Co., Wichita, KS North Pier Terminal, Chicago N.V.L.S., Schiphol Airport, The Netherlands	Nixdorf Computer, Tres Cantos, Spain United Airlines, Sterling, VA Seattle Times, Seattle Barnett Bank, West Palm Beach, FL Upjohn Corporation, Kalamazoo, MI
62 (56)	**Interprise Associates** Dallas, Los Angeles, Chicago Oakbrook, IL	3.33	3.40	336.0	17.62	6 PP 11 PM 6 JC 4 SDR 4 JDR	NA 42 33 28 20	110 80 70 60 45	9 DES 7 JD 5 CADD 3 MBD 66 TID	27 20 30 42 —	60 40 60 — —	AT&T, Dallas Kenneth Leventhal, Chicago Southmark Mortgage Corp. of America, Dallas Frandzel & Shara, Los Angeles Pepsi Regional HQ, Chicago, Dallas, Los Angeles	IBM, Chicago Wood Dalton Phillips Mason & Rowe, Chicago NutraSweet Headquarters, Chicago Equitable Financial Companies, Chicago Tellabs, Inc., Lisle, IL
63 (90)	**Schafer Associates, Inc.** Oak Brook, IL Pasadena, CA	3.23	3.49	48.8	1.16	2 PP 10 PM 5 JC 16 SDR — JDR	NA 56.7 37.7 23.8 —	140 90 60 35 —	2 DES 11 JD — CADD 2 MBD 56 TID	47.5 24 — 31.5 —	75 40 — — —	Spiegel, Inc. Prospect, IL Carson Pirie Scott, Northlake, IL Carson Pirie Scott, Chicago Ridge, IL Younkers, Des Moines, IA Parisian, Birmingham	Penney's, Asheville, NC Belk, Winston Salem, NC Belk, Greensboro, NC Carson Pirie Scott, Chicago Parisian, Sarasota, FL
64 (165)	**Jon Greenberg & Associates, Inc.** Berkley, MI San Francisco	3.14	4.68	98.9	2.84	2 PP 10 PM — JC 15 SDR 9 JDR	NA 51.5 — 32.6 23.1	100 75 — 45 33	6 DES — JD 4 CADD 1 MBD 56 TID	48.3 — NA NA —	60 — NA — —	Justin's (Storewide), Granby, CO Lerner Stores (The Limited), Columbus, OH Henry's, Town East Square, Wichita, KS Newport Stationers, Corporate Park, Irvine, CA Gilmore Brothers, Maple Hill Mall, Kalamazoo, MI	Justin's (Storewide), Colorado Springs, CO Cornell University Bookstore, Ithaca, NY Store Unlimited/Lerner Women, New Rochelle, NY Plastiques Petites (Sears), Minneapolis Abercrombie & Fitch (The Limited), Columbus, OH
65 (76)	**The H. Chambers Company** **Baltimore** Lyford Cay, Nassau, Bahamas	3.01	3.54	41.8	1.43	2 PP 2 PM 5 JC 2 SDR 2 JDR	NA 50 38 28 18	100 90 75 45 40	11 DES 7 JD 2 CADD 2 MBD 39 TID	28 18 22 NA —	60 45 60 — —	National Academy of Science, Washington, D.C. Baltimore Country Club, Baltimore Johns Hopkins Hospital, Baltimore Dover AFB, CES Headquarters, Dover, DE Bahamas Electric Company, Nassau, Bahamas	Silmar Cruise Lines, Trieste, Italy Merrill Lynch, Baltimore Reading Country Club, Reading, PA National Insurance Board, Nassau, Bahamas Hazel, Thomas, Fiske, et. al, Richmond, VA
66 (102)	**Ballinger** **Philadelphia**	3.00	10.00	125.0	2.00	— PP 5 PM — JC — SDR 1 JDR	— 50 — — 22	— 82 — — 36	7 DES 6 JD 2 CADD 2 MBD 25 TID	30 22 22 40 —	50 36 36 — —	Blue Cross, Philadelphia Ford, Lansdale, PA CHOP, Philadelphia First Pennsylvania Bank, Philadelphia Armstrong World Industries, Lancaster, PA	Bryn Mawr Hospital, Bryn Mawr, PA Johnson & Johnson, New Brunswick, NJ Mellon Bank, Philadelphia American Crossroad, Princeton, NJ Constellium Business Conference, Various

* Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK Jan. '89 (Jan. '88)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1988 INSTALLATIONS	1989 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
67 (73)	J. Gordon Carr & Associates, P.C. New York	2.92	3.10	62.5	1.00	4 PP 5 PM — JC 5 SDR 4 JDR	NA 49.5 — 36 18	98 78 — 58 33	9 DES 5 JD 2 CADD 2 MBD 41 TID	46.3 25 30 37.5 —	71 43 40 — —	American Re-Insurance, San Francisco Lifetime Cable, Queens, NY Sullivan & Cromwell, New York Chemical Bank, New York Tullett & Tokyo Forex, New York	U.L. Laboratories, San Francisco U.S. Trust Co. Chemical Bank, New York Sullivan & Cromwell, New York Brown & Wood, New York
68 (158)	The Kling-Lindquist Partnership, Inc. Philadelphia	2.91	29.00	90.0	1.20	1 PP 7 PM — JC 2 SDR — JDR	NA 60 — 30 —	120 100 — 55 —	11 DES 6 JD 7 CADD 2 MBD 38 TID	40 20 35 30 —	63 35 50 — —	Eastman Pharmaceutical, PA Chase Manhattan, Garden City, NY EXXON, Florham Park, NJ Provident National Bank, Philadelphia IBM, Valley Forge, PA	Drexel Engineering Bldg., Philadelphia Ft. Belvoir, VA Guardian Headquarters, New York Merrill Lynch, Washington, D.C. Glaxo, NC
69 (101)	Ehrlich-Rominger Architects Los Altos, CA San Francisco & Sacramento, CA	2.87	8.20	90.0	2.50	3 PP 16 PM 9 JC 16 SDR 17 JDR	NA 45.5 35 33.5 NA	NA NA NA NA NA	— DES — JD 4 CADD 3 MBD 86 TID	— — NA 45 —	— — NA — —	Hewlett-Packard Mayfield Mall, Mountain View, CA Ford Aerospace & Commun. Corp., San Jose, CA Tandem Computers Headquarters, Cupertino, CA Intel Technical Center, Santa Clara, CA Micron Technology Office Building, Boise, ID	Hewlett-Packard Building 4, Roseville, CA Hewlett-Packard Building 54, Santa Clara, CA Micron Technology Fab Facility, Boise, ID Univ. of CA Davis Engineering Building, Davis, CA Measurex Corporation, Cupertino, CA
70 (83)	Quantrell Mullins + Associates, Inc. Atlanta	2.82	2.82	35.0	.98	2 PP 5 PM — JC 2 SDR — JDR	NA NA — NA —	110 75 — 65 —	9 DES 1 JD 1 CADD 1 MBD 25 TID	NA NA NA NA —	60 45 55 — —	First Union Nat'l Bank-Exec. Offices, Charlotte, NC Cushman & Wakefield, Atlanta Egan Zehnder International, Atlanta Sci Trek Science Museum, Atlanta Womens Pavilion Greenville Hosp., Greenville, SC	Joh. A. Benckiser, Ludwigshafen, W. Germany Smith, Helms, Mullis & Moore, Greensboro, NC Halstead Industries, Greensboro, NC Emory University Hospital, Atlanta L.J. Hooker Developments, Atlanta
71 (79)	BSHA, Inc. San Diego Colorado Springs, CO	2.78	6.50	40.0	2.14	2 PP 4 PM — JC — SDR 1 JDR	NA 25 — — 20	85 45 — — 30	5 DES 2 JD 1 CADD 2 MBD 19 TID	30 22 35 40 —	53 35 60 — —	Fireman's Fund, San Diego Rio Vista Tower, San Diego San Diego Water & Utilities, San Diego Cumberland, Colorado Springs, CO Rees, San Diego	La Jolla Center II, San Diego San Diego Design Center, San Diego Ernst & Whitney, San Diego San Diego Rehabilitation Hospital, San Diego Pacific Corporate Center, San Diego
72 (105)	Davis & Carter, P.C. McLean, VA Washington, D.C.	2.72	9.13	65.0	3.00	2 PP 8 PM 4 JC — SDR — JDR	NA 50 40 — —	125 73 50 — —	6 DES 3 JD 6 CADD 2 MBD 40 TID	31 20 27 32 —	57 43 52 — —	Marriott Hotel at Worldgate, Fairfax County, VA United Services Automobile Assoc., Reston, VA HTFB&H, Falls Church, VA GTSI, Fairfax County, VA Mobasco Corporation, Fairfax, VA	United Jersey Bank, Hackensack, NJ The Tower Club, Tysons Towers, Vienna, VA Dovea Park/Defense Mapping, Loudon Cty., VA Worldgate Office Park, Phase II, Fairfax City, VA Rockspring Plaza, Bethesda, MD
73 (59)	Vickrey Ovresat Awsumb Associates Inc. Chicago Orlando, FL	2.69	5.76	40.5	1.00	8 PP 6 PM 7 JC 7 SDR 12 JDR	NA 42.9 37 28.9 20	110 95 60 50 40	9 DES 8 JD 4 CADD 2 MBD 75 TID	37.8 24 27 21.7 —	65 50 50 — —	Comdisco, Inc., Rosemont, IL Advance Transformer Company, Rosemont, IL Vedder, Price, Kaufman & Kammholz, Chicago Marriott Suites Hotel, Rosemont, IL IBM Corporation, Lexington, KY	J. Walter Thompson, Chicago First Division Museum at Cantigny, Wheaton, IL Yacht Club & Beach Hotels, Walt Disney World, FL Peabody Hall, Univ. of Florida, Gainesville, Fl Arts Complex, Univ. Central Florida, Orlando, FL
74 (103)	Steinmann Grayson Smylie Los Angeles Phoenix	2.64	2.64	28.9	.90	3 PP 4 PM 2 JC — SDR — JDR	NA 43 35 — —	90 65 50 — —	9 DES 3 JD 2 CADD 2 MBD 31 TID	38.5 24 28 48 —	58 45 50 — —	Compu Tax, Torrance, CA Hughes Aircraft Co. Research Labs, Malibu, CA Transamerica/Occidental Life, Los Angeles Allied Signal Labs, Westlake Village, CA State Farm Insurance, Westlake Village, CA	Beverly Hills Civic Center, Beverly Hills, CA National Medical Enterprises, Santa Monica, CA San Joaquin Human Services, Stockton, CA San Joaquin Cty. Sherriff/Jail HQ, Stockton, CA Montgomery Engineering Corp. HQ, Pasadena, CA
75 (86)	Eaton Design Group, Inc. McLean, VA	2.60	2.60	24.6	.82	2 PP 8 PM 3 JC 9 SDR 3 JDR	NA 35 27 25 14	125 55 48 54 32	6 DES 3 JD 6 CADD 2 MBD 50 TID	29.3 15 24 35 —	49 45 30 — —	Mobil - Fair Oaks Facility, Fairfax, VA Dyncorp, Reston, VA Contel Information Systems Co., Reston, VA U.S. Marshalls Service, Alexandria, VA KBK Communications, Ltd., Vienna, VA	Drug Enforcement Administration, Alexandria, VA ICF, Inc., Fairfax, VA Science Applications International, McLean, VA Institute for Defense Analysis, Alexandria, VA Software Productivity Consortium, Herndon, VA
76 (70)	Soo Kim Associates, Inc. New York	2.55	2.55	35.0	.80	3 PP 4 PM 3 JC 2 SDR 5 JDR	NA 45 32 35 25	90 70 55 60 40	5 DES 3 JD 3 CADD — MBD 32 TID	35 22 35 — —	60 35 60 — —	Bank of America, New York The Greater New York Savings Bank, New York McDonnell Douglas, New York Shawmut Trust Co., New York	The Greater New York Savings Bank, New York Bulgari, New York T.C. Ziraat Bankasi, New York Amstar Corporation, New York
77 (65)	Butler Rogers Baskett New York	2.55	3.00	47.3	.53	4 PP 4 PM 3 JC 3 SDR 4 JDR	NA 50 43 42 25	125 83 72 70 42	7 DES 3 JD 3 CADD 1 MBD 30 TID	43 25 38 45 —	71 42 63 — —	Silver Screen Management, Inc., New York The Buckley School, New York LeBoeuf, Lamb, Lolby & MacRae, New York Apple Computer International, Paris University of Hartford (Housing), Hartford, CT	Lord Day & Lord, Barrett Smith, New York Morrison & Foerster, New York Carter, Ledyard & Milburn, New York Davis & Gilbert, New York Charlotte Hungerford Hospital, Torrington, CT

NA indicates information not available — indicates information not applicable to category and/or firm.

78 (58)	**RNL Design** **Denver** Los Angeles	2.53	6.32	55.0	1.20	2 PP 4 PM 3 JC 1 SDR — JDR	NA 34 29 33 —	125 57 46 53 —	4 DES 2 JD 3 CADD 2 MBD 25 TID	39.5 21 21 20 —	63 34 34 — —	Manville Corporation, Denver Olmeda, Boulder, CO U.S. West Communications, Denver Capital Federal Savings, Denver First Interstate Bank, Denver	Bear Meade Shopping Ctr., Greenwood Village, CO Lowry AFB, Denver Host Marriott Corporation, Denver First Interstate Bank of Idaho, Boise, ID State of Colorado, DYS, Grand Junction, CO
79 (92)	**Ward-Hale Design Associates, Inc.** **Washington, D.C.** Vienna, VA	2.51	2.51	35.0	1.25	3 PP 6 PM 2 JC 1 SDR 2 JDR	NA 45 NA 40 26	85 75 65 55 35	6 DES 4 JD 2 CADD 2 MBD 35 TID	36 26 26 28 —	50 35 35 — —	Columbia First Fed'l S & L Assoc., Arlington, VA Mortgage Bankers Association, Washington, D.C. The Washington Home, Washington, D.C. Seidel & Seidel, Washington, D.C. Student Loan Marketing Assoc., Washington, D.C.	Hechinger Corporation, Landover, MD Seventh Day Adventist, HQ, Silver Spring, MD Citizens Bank of Maryland, Columbia, MD Group Health Association, Washington, D.C. Sovran Bank, Bethesda, MD
80 (141)	**Hansen Lind Meyer, Inc.** **Iowa City, IA** Chicago, New York, Baltimore, Denver, Orlando & West Palm Beach, FL	2.50	25.02	116.5	3.30	— PP — PM — JC 1 SDR 2 JDR	— — — 16.5 15.5	— — — 31 29	7 DES 2 JD — CADD — MBD 12 TID	32.3 17.5 — — —	61 33 — — —	Saint Joseph Hospital, Ft. Worth, TX Ruby Memorial Hospital, Morgantown, WV Human Bio. Research Facility, UIHC, Iowa City, IA Mercy Hospital, Des Moines, IA Federal Correctional Institution, Marianna, FL	Arnold Palmer Children's Hospital, Orlando, FL Mary Greeley Medical Center, Ames, IA Azalea Trace, Pensacola, FL Psychiatric Pavilion, UIHC, Iowa City, IA Harrogate Life Care Services, Lakewood, NJ
81 (91)	**Chalk & Johnson International, Inc.** **Los Angeles** London, Singapore	2.50	2.92	85.0	1.30	4 PP 5 PM 4 JC 4 SDR 5 JDR	NA 52 41.6 37.8 22	NA 75 60 55 35	8 DES 4 JD — CADD — MBD 48 TID	54 28 — — —	78 40 — — —	The Bankers, Inc. (Dept. Store), Kyoto, Japan U. Yamane, Ltd. (Shop. Ctr), Pearl City, Hawaii Grandeur, Chihuahua, Mexico Mori Insi Co., Ltd. (Restaurant), Sapporo, Japan U. Yamane, Ltd. (Shop. Ctr.), Honolulu	Shinsaibashi Central Shop. Ctr., Shinsaibashi, Australia Chiyoji Airport PTD B, Singapore Mori Insi Co., Ltd., Hokkaido, Japan Shibuya Co., Ltd. + Store, Tokyo Pacific Rim Leisure (Shop. Ctr.), Cairns, Australia
82 (89)	**John Wolcott Associates** **Culver City, CA** Irvine, CA	2.48	2.75	46.0	1.15	2 PP 7 PM 3 JC 2 SDR 2 JDR	NA 48 37 40 30	125 85 65 65 50	6 DES 5 JD 1 CADD 1 MBD 35 TID	34 24 30 35 —	60 40 50 — —	DMB&B Advertising, Los Angeles & San Francisco Toyota Motor Sales, Torrance, CA J.D. Power & Associates, Agoura Hills, CA Bridgeman Towers, Irvine, CA Gray Advertising, Los Angeles	Eagle Bay HQ, Simi Valley, CA P.I.P. Printing HQ, Calabasas, CA Jon Douglas Realty, Los Angeles The Travelers Urban Div., Westwood, CA 3-D Systems, Valencia, CA
83 (10)	**STV/Michael Lynn & Assoc.** **New York** Boston, Baltimore Chicago, Los Angeles, Stratford, CT; Plainview & Rochester, NY; Jersey City, NJ	2.47	5.50	52.0	1.00	3 PP 6 PM 6 JC 15 SDR 20 JDR	NA NA NA NA NA	48 73 73 58 58	9 DES 2 JD 5 CADD 2 MBD 76 TID	NA NA NA NA —	73 73 58 — —	The Port Authority of NY & NJ, WTC HQ, New York NYNEX Science & Tech. Ctr., White Plains, NY 399 Park Avenue, New York Triteri/Marvella Showroom & HQ, New York Frank Crystal & Co. Offices, New York	Naval Aircraft Systems, Patuxent River, MD 250 West Street Office Building, New York Agency for Child Development, New York
84 (68)	**Forrest/Bodrug Partners, Inc.** **Toronto** Montreal, Ottawa, Ontario; Calgary, Alberta; West Palm Beach, FL	2.31	2.57	35.8	1.84	4 PP 9 PM 3 JC 4 SDR 2 JDR	NA 42 40 35 21	100 75 75 60 40	10 DES 3 JD 2 CADD 3 MBD 47 TID	33.5 20 24 40 —	55 40 60 — —	Canterra Energy, Calgary, Alberta, Canada Peterson, Howell & Heather, Toronto Guaranty Trust - Computer Center, Toronto Bank of Montreal, Toronto Digital Equipment, Montreal	Guaranty/Central Trust - Offices, Toronto HCR Canada, Ltd., Toronto
85 (99)	**The Stubbins Associates, Inc.** **Cambridge, MA**	2.24	15.30	25.0	.95	2 PP 2 PM 1 JC 1 SDR 1 JDR	NA 50 40 30 22	NA 91 72 54 40	5 DES 3 JD — CADD 1 MBD 18 TID	39.5 26 — 34 —	72 47 — — —	Della Femina McNamee, WCRS, Boston Atlantic Mutual Companies, New York Univ. of Massachusetts, Amherst, MA ITEK Graphix Corporation, Waltham, MA Trevor Center II, East Brunswick, NJ	Bank One, Indianapolis Atlantic Mutual Companies, Giralda Farms, NJ Systems Mgmt. Engineering Facility, Bedford, MA
86 (98)	**TEC 3** **New York**	2.23	2.23	29.3	.65	3 PP 7 PM 2 JC 8 SDR 2 JDR	NA 43 36 32 24	125 70 60 50 40	6 DES 1 JD 1 CADD 1 MBD 34 TID	40 29 35 28 —	58 45 60 — —	Digital Computers, Cannes, France Xerox, New York The Putnam Publishing Group, New York Hoffa America, Piscataway, NJ Bergen County Admin. Office, Hackensack, NJ	Matthew Bender, New York Cambridge University Press, New York Direct Marketing, New York
87 (106)	**The Grad Partnership** **Newark, NJ**	2.22	13.00	38.9	.53	1 PP 4 PM 2 JC — SDR — JDR	NA NA NA — —	100 90 60 — —	10 DES — JD 1 CADD — MBD 18 TID	NA — NA — —	70 — 35 — —	Pru Capital Markets, Newark, NJ Nekia, Basking Ridge, NJ First Fidelity, Newark, NJ Ernst & Whinney, Newark, NJ Selective Insurance Co., Branchville, NJ	First Fidelity Bank HQ, Princeton, NJ Nat West Bank Corp. NJ, Jersey City, NJ Newsweek, Inc., Mountain Lakes, NJ Copy Tech. Inc., Newark, NJ IBM, Campbell, PA
88 (161)	**Leason Pomeroy Associates, Inc.** **Orange, CA** Los Angeles	2.19	13.71	54.0	1.80	— PP 3 PM 3 JC 2 SDR — JDR	— 38 33 28 —	— 68 58 52 —	5 DES — JD — CADD — MBD 14 TID	36 — — — —	58 — — — —	AST Research Group HQ, Irvine, CA Sherwood Medical, San Diego E.R. Squibb & Sons, Irvine, CA Unisys, Pasadena, CA Carlisle Corporate HQ, Los Angeles	Home Savings of America, City of Industry The City Tower, Orange, CA Union Bank Square, Orange, CA 500 Central, Glendale, CA
89 (81)	**Ford & Earl Associates, Inc.** **Warren, MI** Troy, MI; Ft. Lauderdale, FL	2.16	2.71	74.6	1.50	3 PP 4 PM 2 JD 3 SDR — JDR	NA 45 36 30.5 —	90 65 65 50 —	3 DES 5 JD 1 CADD 1 MBD 26 TID	33 30 65 20.4 —	65 50 50 — —	Crain Publishing Co., Chicago Misc. Hospital Work, Detroit Unisys, Detroit Ford Motor Co., Dearborn, MI E.Y. Lutz, Birmingham, MI	Charlotte Federal Reserve Bank, Charlotte, NC Standard Federal Bank, Troy, MI City Bank, Honolulu Misc. Hospital Work, Detroit, MI Ford Motor Co., Dearborn, MI

• Rankings determined by fees before rounding. All figures have been rounded off for the purpose of this ranking.

RANK '89 (Jan. '88)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	INTERIOR DESIGN FEES IN MILLIONS	TOTAL FIRM FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1988 INSTALLATIONS	1989 INSTALLATIONS
						NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN $1,000's	AVG. BILLING RATE $/HOUR		
90 (93)	**The Eggers Group, P.C.** New York	2.14	4.86	75.0	.50	8 PP 6 PM 6 JC 10 SDR 14 JDR	NA 50 45 37.5 25	165 95 80 65 45	6 DES 2 JD 5 CADD 3 MBD 72 TID	47.5 27.5 27.5 40 —	88 50 50 — —	Macy's Tysons II, Tysons Corner, VA KLM Royal Dutch Airlines, Elmsford, NY Thomson-McKinnon, New York Port Authority, Various Popsico, Somers, NY	Macy's Pentagon City, Pentagon City, VA FBI, New York
91 (159)	**Einhorn Yaffee Prescott Architecture & Engineering** Albany, NY	2.13	8.29	30.8	.23	2 PP 2 PM — JC — SDR — JDR	NA 45 — — —	100 85 — — —	4 DES 2 JD 1 CADD — MBD 12 TID	30 20 22 — —	45 35 37 — —	Ellis Hospital, Schenectady, NY New York State Education Department, Albany, NY General Electric Co., Bldg. 40, Schenectady, NY NYNEX Corp., Albany, NY Veterans Admin. Ward Mod. Project, Albany, NY	Dutchess County, Poughkeepsie, NY Albany County Courthouse, Albany, NY Kings Park Psychiatric Center, New York Albany County Airport, Colonie, NY
92 (107)	**Tardy & Associates, Inc.** San Francisco	2.10	2.10	21.4	.39	2 PP 4 PM 2 JC 3 SDR 1 JDR	NA 60 40 30 22.8	125 80 60 45 40	4 DES 1 JD — CADD — MBD 22 TID	28.5 27 23.4 — —	45 40 — — —	California Ctr-Spieker Partners, Sacramento, CA Vicom/FCS, San Francisco Icehouse I & II, Icehouse/Masters, San Francisco Rincon Ctr., Portsl Land & Dov't, San Francisco Gateway Office Park, San Jose, CA	Rincon Ctr., Portsl Land & Dov't, San Francisco Boston and Snow, San Francisco Sedgwick, Detert, Moran & Arnold, San Francisco L.F. Rothschild, Inc., San Francisco Sedgwick, Detert, Moran & Arnold, Los Angeles
93 (118)	**GK Associates** New York Edison, NJ	2.10	2.10	40.0	.80	2 PP 5 PM 2 JC 3 SDR 4 JDR	NA 45 35 35 25	125 65 55 55 45	3 DES 4 JD 3 CADD 1 MBD 32 TID	40 25 35 30 —	50 45 50 — —	Home Life Insurance Company, Piscataway, NJ U.S. News & World Report, Washington, D.C. Cameron & Colby, New York Degussa Corporation, Ridgefield Park, NJ Constitution Re-Insurance, New York	Tudor Investment Corporation, New York U.S. News & World Report, New York U.S. News & World Report, Los Angeles Home Life Insurance Company, Piscataway, NJ Constitution Re-Insurance, New York
94 (180)	**Curtis Cox Kennerly** Philadelphia	2.08	6.80	10.0	.55	— PP 4 PM 4 JC 1 SDR 2 JDR	NA 45 30 26 21	— 75 48 42 34	5 DES 1 JD 2 CADD 3 MBD 25 TID	38 20 21.5 32 —	61 32 35 — —	Louis Gilmon & Kynett, Philadelphia IMS Telows, Tolowa, NJ Roach Brothers, Devon, PA LNP Engineering Plastics, Exton, PA Haverath Showroom, Philadelphia	Serbus, Inc., Frazer, PA Alco Standard Corporation, Wayne, PA AT&T, Communications Tech. Ctr., Bedminster, NJ Provident National Bank, Berwyn, PA Virginia Hotel, Cape May, NJ
95 (74)	**ADD, Inc.** Cambridge, MA Washington, D.C.	2.08	6.50	39.0	1.20	3 PP 3 PM 2 JC — SDR 3 JDR	NA 40 35 — 26	120 77 70 — 49	7 DES 3 JD 4 CADD 2 MBD 30 TID	38.5 32 28 27 —	75 60 49 — —	IBM/484 Wyman, Waltham, MA Microcom, Norwood, MA Fidelity, Boston Simon & Schuster, Needham, MA The New England, Boston	Medtech, Norwood, MA American International Group, Boston IBM/619 Lincoln, Waltham, MA Sun Microsystems Procter & Gamble, Braintree, MA
96 (—)	**Hendrick Associates, Inc.** Atlanta	2.08	2.08	52.0	1.58	3 PP 6 PM — JC — SDR — JDR	NA NA — — —	95 75 — — —	13 DES 3 JD 2 CADD 1 MBD 33 TID	NA NA NA NA —	53 35 25 — —	Coastal Corporation, Administrative HQ, Atlanta SouthTrust Corporation, Birmingham, AL Merrell Corporation, Atlanta Coastal Corporation, Data Center, Atlanta Chubb Group Insurance Companies, Atlanta	Trinity Washington, Atlanta Oglethorpe Power Corporation, Atlanta 264 Washington, Atlanta Prudential Bache, Atlanta RTM, Atlanta
97 (142)	**Heery Interiors/Heery International** Atlanta London, Baltimore, New York, Seattle Houston, Los Angeles, Philadelphia Salt Lake City, Sacramento, CA	2.04	2.43	27.1	2.37	2 PP 5 PM — JC 1 SDR — JDR	NA 50 — 38 —	125 65 — 60 —	5 DES 4 JD 3 CADD — MBD 23 TID	37.5 20 30 — —	60 40 42 — —	Digital Equipment Corporation, Atlanta Women's Specialty Retailing Group, Enfield, CT Alston & Bird, Atlanta Drew, Eckl & Farnham, Atlanta Electrolux - Phase I, Atlanta	MCI, Atlanta The American Cancer Society, Atlanta Electrolux - Phase II, Atlanta Typhoon Lagoon - Walt Disney World, Orlando, FL
98 (127)	**Dean Tucker Shaw, Inc.** Boston	2.04	2.32	30.0	.40	4 PP 11 PM 4 JC 3 SDR 3 JDR	NA 38 28 28 25	100 60 45 45 35	5 DES 5 JDR 2 CADD 2 MBD 48 TID	28 25 25 NA —	45 35 35 — —	Ocean Spray Cranberries, Inc., Middleborough, MA Plymouth Rock Assurance Co., Boston Digital Equipment Corp. Bldg. 2, Littleton, MA Winchester Hosp. Obstetrics Dept., Winchester, MA Gaston & Snow Law Firm, Boston	15 Beacon Street, Boston Digital Equipment Corp. Bldg. 1, Littleton, MA Palmer & Dodge Law Firm, Boston Gaston & Snow Law Firm, Boston Tobey Hospital, Wareham, MA
99 (51)	**Planned Expansion Group, Inc.** White Plains, NY	2.02	3.20	40.0	.55	3 PP 6 PM 8 JC 5 SDR 2 JDR	NA 60 45 40 22	150 120 85 80 45	2 DES — JD 2 CADD 1 MBD 36 TID	35 — 40 40 —	75 — 80 — —	Marsh of Simon Corp. HQ, White Plains, NY Kennedy Retail Center, Union City, NJ Oppenheimer & Co., Seattle Oppenheimer & Co., Los Angeles White Plains - Public Safety, White Plains, NY	Somers Square, Somers, NY Crossroads Plaza, Naugatuck, CT
100 (109)	**KZF Incorporated** Cincinnati Edgewood, KY; Lawrenceburg, IN	1.96	8.43	37.0	1.40	2 PP 1 PM 1 JC — SDR — JDR	NA NA NA — —	NA NA NA — —	6 DES 2 JD 1 CADD — MBD 13 TID	NA NA NA — —	NA NA NA — —	Grand Baldwin Bldg./KZF Corp. Offices, Cincinnati Bethesda Hospital Women's Program, Cincinnati St. Rita School for the Deaf, Cincinnati Bethesda Doctors' Office Building, Cincinnati Delhi Chemical Corporate HQ, Cincinnati	Logistical Systems Operations Center, Ohio RiverCenter Embassy Suites Hotel, Covington, KY Ohio Dept. of Transportation HQ, Columbus, OH Renaissance Investments, Inc. HQ, Cincinnati Chavon Properties Office Building, Cincinnati

NA indicates information not available — indicates information not applicable to category and/or firm.

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